**Canada Border
Services Agency**     **Agence des services
frontaliers du Canada**

# Scenario Management Committee (SMC)

# Terms of Reference (ToR)

## Context/Background

Scenario-Based Targeting (SBT) is a key part of the Canada Border Services Agency's (CBSA) pre-arrival traveller targeting program and supports the Agency's Risk Assessment Program by contributing to the identification and interception of suspected potential high and unknown risk people that may pose a threat to the national security, safety and prosperity of Canada. It also fulfils a commitment made by the CBSA under the Beyond the Border Action Plan to implement an enhanced SBT targeting methodology similar to that of the United States Customs and Border Protection.

Increasing targeting work volumes, changing risk/threat landscape, finite resources, ongoing scrutiny of standardized/automated risk assessment and border security approaches and ever-changing risks/threats, necessitate ongoing robust rigour and scrutiny of the CBSA's risk management and assessment tools such as pre-arrival targeting's SBT process. In order to ensure the integrity and effectiveness of and the overall success of the CBSA's traveller targeting program, the effectiveness of scenarios and the efficiency and integrity of their development and management processes/procedures, needs to be regularly reviewed and adjustments made as required.

## Mandate/Expected Outcome

To ensure scenario based targeting is effective and complies with privacy, legislative and regulatory requirements.

## Membership

Chair:   NTC Targeting Travellers Intelligence (TTI) Manager;
Secretariat: NTC Targeting Travellers Intelligence;

## Representatives

- NTC – Targeting Travellers Intelligence (TTI);
- NTC – Targeting Travellers (TT);
- NTC – Targeting Data Analytics (TDA);
- Targeting Program Unit (TPU).

\* Note[1]:  Other areas may be invited to attend meetings on an ad-hoc basis dependent upon specific agenda items.

\* Note[2]:  Members require Secret clearance and a working knowledge of SBT.

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## Meeting Frequency

Bi-Monthly

## Members Roles and Responsibilities

- Identify and discuss issues impacting scenarios (ex: data quality provision, review rates, scenario capacity limit, and elements for coding);
- Provide recommendations for resolution;
- Request additional information from Subject Matter Experts on scenarios;
- Discuss and recommend scenarios for a possible scenario effectiveness assessment (SEA);
- Review mandatory negation scenarios and negation guidelines;
- Make amendments to processes and procedures as required;
- Receive timely updates of legislative, regulatory, initiatives, systems, international or national agreements impacting SBT from Program authority;
- Review and make amendments to scenario development and processes and procedures, as required;
- Raising of issues to the Targeting Program Management Committee (TPMC) in accordance with the issues escalation process.

## Meeting Organization

- A member from TTI will act as the committee secretariat.
- Working group meetings will be held quarterly; may be held more often as required.
- Records of discussion will be drafted and shared by the committee secretariat.

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## Terms of Reference
## Targeting Program Management Committee

## Mandate

To ensure the management of the Targeting Program is efficient and effective, as well as operationally compliant with international agreements and legislative requirements. In order to achieve this, the Targeting Program Management Committee (TPMC) will leverage the existing organizational framework and will strive to have the necessary leadership, communications and processes in place.

## Membership

**Chair:**
Director of Intelligence, Targeting and Criminal Investigations Programs Management Division and
Director of the National Targeting Centre

Note: Director of Program Compliance and Outreach, Commercial Programs, will be an additional co-chair for TPMC-commercial meetings only

**Secretary:**
Targeting Program Unit (TPU)

**Members:**
To include Managers and Senior Program Advisors from the following areas:

Operations Branch:
     Commercial Operations Division
     National Targeting Centre
     Intelligence Operations and Analysis Division
     Traveller Operations Division

Programs Branch:
     Commercial Program and Policy Management Division
     Commercial Program Compliance and Outreach Division
     Intelligence, Targeting and Criminal Investigations Programs Management Division
     Program Business Systems Integration Divisions
     Traveller Program and Policy Management Division

Note: Other areas may be invited to attend meetings on an ad-hoc basis dependent upon specific agenda items.

## Authority

The Co-Chairs of the Committee have the authority to set the overall strategic direction of the Committee, to approve Committee agendas, and to request items be brought forward at a specified date.

The Co-Chairs retain the decision-making authority as to when to escalate items put before the Committee if consensus cannot be achieved; however, the Co-Chairs shall seek to build consensus among members in carrying out this duty.

## Roles and Responsibilities

To fulfill its mandate, the Committee will:

- Receive a briefing from the Scenario Management Committee (SMC) meetings (for TPMC-traveller meetings only)

- Receive a briefing from the Commercial Risk Capability Management Committee (CRCMC) Committee meetings (for TPMC- commercial meetings only)

- Monitor and periodically review:

    - SBT scenarios / commercial risk rules
    - Targeting performance measurement, budget planning and accountability requirements
    - Data quality issues
    - Industry data submission compliance rates
    - Effectiveness of National, Regional, Internal Intelligence in support of the National Targeting Model

- Develop, review or recommend targeting policy, procedures, guidelines, processes and system requirements.

- Identify, analyze and propose solutions for any issues that have an impact on the delivery of the Targeting Program such as Human Resource planning, recruitment processes and training.

- Identify, analyse and propose solutions for any issues that have a direct impact on the success of the Targeting Program, such as the essential "inputs" (National, Regional, Internal Intelligence, data (internal, external),

Exam Results (closing the loop), Partnerships (GoC, International)), as identified in the Internal Audit and Program Evaluation.

- Provide reporting and recommendations to the Directors of the NTC, E&I Programs Management, Traveller Program and Policy Management, and Commercial Program and Policy Management concerning outstanding issues and/or achievements.

**Meeting Frequency:**

Separate committees will be held for commercial and travellers streams during the last week of each month. It is anticipated there will be a joint commercial-travellers TPMC held two times a year to discuss cross-cutting issues in a consolidated forum.

**Record of Discussion and Decision:**

The Secretariat of the Committee is responsible for drafting and disseminating a Record of Discussion and Decision (RoDD) to all attendees within three (3) business days after a meeting is held.

**Escalation:**

The Co-Chairs are responsible for escalating, to the appropriate parties, any issues emanating from the meeting within three (3) business days after a meeting is held.

**Proxies to meetings:**

Members of the Committee shall nominate a proxy to attend a meeting if the member is unable to attend.  <u>Proxies are expected to brief all affected parties within their Unit, Division and Directorate on all decisions made at the Committee.</u>

Please note that membership is recommended to be at the Manager and Senior Advisor level.  Proxies should be first at the Senior Advisor level and if neither the Manager nor Senior Advisor is available, a Senior Program officer can represent their area.

**Quorum Requirements:**

A minimum of four (4) committee members is required for the meeting to be recognized as an authorized meeting.  If either of the Co-Chairs or their representatives are unavailable, the scheduled meeting may be cancelled or rescheduled.